



STRATEGIC PLAN 2011-2013

2011 – 2013 OCFO STRATEGIC PLAN

Not long ago, LBNL welcomed a new Laboratory Director, Dr. Paul Alivisatos. As each new Director defines his vision and goals for the Laboratory, we in the OCFO strive to make certain that we align our work in support of achieving those goals. Looking toward the future, Dr. Alivisatos announced his five top priorities for Berkeley Lab. They are bold, exciting, and totally within our reach if we all work together to achieve them. Below are his initiatives and how the OCFO plans to participate in helping to accomplish them.

Carbon Cycle 2.0 (CC 2.0)

Context

Earth's carbon cycle is overburdened. We emit more carbon into the atmosphere than natural processes are able to remove - an imbalance with long-term, negative consequences. Carbon Cycle 2.0 is a Berkeley Lab initiative to provide the science needed to restore this balance by integrating the Lab's diverse research activities and delivering creative solutions toward a carbon-neutral energy future. Recognizing the urgency of the national and global issues relating to climate modification from energy use, we have begun an intensive effort to integrate, coordinate, and cross-fertilize among current LBNL research efforts in climate modeling, carbon capture and storage, alternative fuels, energy efficiency, low-carbon energy sources, combustion, and energy analysis.

OCFO Initiative –CC 2.0 Financial Dashboard

The OCFO is developing a financial “dashboard” report that quickly and easily shows senior management financial information on funding, costs, and full-time equivalents (FTEs) for all the dispersed efforts occurring throughout the Laboratory that fall within the CC 2.0 scope. This dashboard will provide the information they require to track where and how much effort is occurring in this initiative.

Next Generation Light Source (NGLS)

Context

LBNL has been working with the international scientific community to develop a Next Generation Light Source that will bring transformational change to many diverse scientific fields. This new light source is a coherent soft x-ray laser that has the capability for multiple; simultaneous beams each with different properties. Chemists will be able to see how electrons move and control chemical bonds; biologists will be able to dynamically image macromolecules at work; materials scientists will be able to control the performance at atomic and molecular scale, enabling, for example, low-energy computation; and physicists will be able to gain new insight on spin physics. It will be capable of serving a large (~2000) user community. The NGLS will require the collaboration of all LBNL divisions both scientific and operations, as well as other DOE Labs, especially the Stanford Linear Accelerator (SLAC). It is complementary with the

Advanced Light Source (ALS) and other national light sources and will insure LBNL's preeminent leadership in x-ray science.

OCFO Initiative – NGLS Special Project Rate

The OCFO is exploring opportunities for more flexible, yet appropriate approaches to indirect rates (i.e. special project rates). Because of the highly unique size and nature of this construction project, a special overhead allocation (rate) can and should be justified.

The OCFO will work with the Laboratory Director for Photon Science and other senior scientists and managers to analyze current project information (e.g. proposed activities, type of expenditures, etc) in order to develop appropriate justification and rate options.

Safe and Efficient Berkeley Lab

Context

Moving LBNL to a Better Safety Culture

Safety culture includes the attitudes, perceptions, and values that workers share in relation to safety. LBNL is learning that safety is more effectively implemented when we have a positive culture, rather than a negative one. Instead of punishing employees for safety infractions and accidents, LBNL will use more leading indicators (near-hits instead of real hits). Let's reward positive behavior and proactively identify unsafe situations before accidents happen.

OCFO Initiative – 24/7 Safety

1. The OCFO has volunteered to pilot a program called "Safety 24/7" with support from EH&S. This program is aimed at keeping our employees safe not only at work but all the time by increasing awareness of potential hazards that we face everyday, all day. By keeping our employees safe 24/7, we allow more time and resources for science.
2. We are developing a plan in collaboration with EH&S and Facilities for a safe and injury-free move off the Hill in 2011.

Efficient Berkeley Lab

Context

The Laboratory continues to be faced with increasing institutional requirements that challenge our ability to maximize spending of our scientific dollars. In the coming years, increased pension costs and investments to stand up the second campus will require that we look for ways to be more efficient in our operations. Through greater efficiency in operations, we will be able to leverage attrition to reduce our overall staffing levels. To keep us competitive with other national laboratories and universities, we will reduce the ratio of indirect costs to direct costs from 30% to 28% through strategic investments and process re-engineering by the end of FY13.

OCFO Initiative –Efficiency Campaign

The CFO is co-chairing a lab-wide efficiency committee that will be identifying possibilities for all divisions to become more efficient by not duplicating effort

with central operations. Reviews of every scientific division's organization costs are underway and this exercise will be on going.

OCFO Initiative – Atomization of the DOE Budget

Berkeley Lab's CFO has been asked to lead a DOE-wide effort to explore methods for obtaining Lab funding more quickly, and in larger amounts. Another component of this effort includes developing methods for more flexibility in how scientists can appropriately, and efficiently utilize their funds.

OCFO Initiative – P-Card Redeployment to divisions

Procurement will redeploy low value credit cards to the Divisions to enable them to buy needed low cost items more quickly and efficiently. By doing this we hope to reduce order placement cycle time from six days to just over three days.

OCFO Initiative – Simplifying the Requisition Process

Procurement will simplify the requisition process. By re-engineering this process from top to bottom, we will reduce data entry time by 25%.

OCFO Initiative – Lab-wide Financial Dashboard

We will create a "dashboard" to track key Laboratory efficiency metrics.

OCFO Initiative – Financial Systems Modernization Project

The OCFO is undertaking a complete financial systems modernization project over the next three to five years that will ultimately redesign and dramatically simplify the way LBNL accomplishes the business of performing science.

We believe this once-in-a-generation project will make significant improvements in our business and financial processes and applications that will yield substantial measurable increases in operational effectiveness and efficiencies as well as improved satisfaction of process users and stakeholders. We anticipate that these improvements will be accomplished through a combination of:

- Business process reengineering and implementing of more efficient, standardized and understandable financial processes,
- System redesign and re-implementation, and
- Improved reporting / decision support capability.

Recent reviews of major end-to-end business and financial processes identified opportunities for major improvements. We also found that in many cases it is difficult to improve these processes because of limitations in the way that the PeopleSoft financials enterprise resource planning (ERP) system was originally implemented and configured. Examples of the business processes within the scope of this project include:

- Project budget to cost including indirect costs and rate structure
- DOE cost and commitment reporting
- Proposal to closeout
- Payroll – timekeeping – labor cost distribution
- Procure to pay
- Travel, conferences and employee expense reimbursements
- Decision support/business intelligence/analysis and reporting

Building Community

Context

LBNL is working very diligently to develop and enhance relationships in our immediate community and beyond that build trust in, and respect for, Berkeley Lab. We will build on these relationships to support the basic mission of the Lab –path breaking scientific research that advances our knowledge of the world and cosmos and produces solutions for the some of the most vexing problems of our age.

OCFO Initiative – Local Business Outreach

Procurement will create a plan for expanding community outreach activities to enhance local business participation in supporting the science at LBNL.

Space For Our Future

Context

LBNL has developed a facilities and infrastructure strategy, Berkeley Lab 2020, as a road map to address space shortages and infrastructure needs. This strategy comprises two elements: Infrastructure Modernization and a Space Plan. The Infrastructure Modernization Strategy provides a framework to make existing buildings safe and efficient, replace buildings that cannot be modernized or made safe, and add new buildings on Brownfield sites where necessary. The Strategic Space Plan will address the need to provide adequate space and program consolidation resulting from expanded research activities over the past several decades as well as the more recent program growth for DOE missions in energy and environmental research.

OCFO Initiative – Financial Planning Support for the Second Campus

In response to these urgent needs for growth, the OCFO is leading the development of a financial plan for LBNL's "second campus."

OCFO Initiative – OCFO Move to Enable Scientific Growth

We have also initiated our own move off the Hill in 2011 so that scientists can have the room they need to grow and expand their critical research programs. We hope to return to the Laboratory proper by the end of 2013. We are glad to incur this temporary inconvenience so that world-class science can expand and prosper.